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# Integrated Guidance for Shelter Management

## THE SELECTION AND RECRUITMENT OF SHELTER MANAGERS

(Summary of Technical Report)

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### OCD REVIEW NOTICE

This report has been reviewed in the Office of Civil Defense and approved for publication. Approval does not signify that the contents necessarily reflect the views and policies of the Office of Civil Defense.

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## PURPOSE AND SCOPE OF THE STUDY

During the course of a previous project for the Office of Civil Defense, the American Institutes for Research prepared a research report on the selection and recruitment of shelter management cadres. The application of the principles expressed in that report to the national selection and recruitment effort, however, required field-tested guidance materials suitable for use by local civil defense personnel. The development, field-verification, and revision of such guidance materials was the purpose of this project.

## APPROACH

### A. Guidance Materials

The guidance materials for selection and recruitment that were verified and evaluated during this study were based upon portions of the A'I-R report, The Recruitment, Selection, and Training of Shelter Managers and Core Staffs (Eninger & Fetter, 1963). That report was modified in a number of ways for application to actual shelter situations.

### B. Sample

For verification of the selection and recruitment guidance, a sample of ten representative communities was selected. These communities varied according to geographical location, size of population, population characteristics, community disaster history, the structure of the civil defense organization, and application potential.

### C. Data Collection

Data were collected in four areas. First, descriptions of previous selection and recruitment programs within the sample community were gathered. Second, critical comments on the guidance materials were elicited from knowledgeable people in each community. Third, the effectiveness of the selection and recruitment programs established during the guidance implementation was evaluated. Finally, concomitant with data collection in the above areas, extensive information was gathered on community characteristics and the civil defense organization.

## RESULTS

### A. Guidance Critique

The critical comments indicated that most of the reviewers felt that (1) the Guide was applicable to both the reviewer's shelter situation and to other shelter situations, and (2) most of the concepts presented in the Guide were useful. However, the reviewers consistently classed the recommended data-gathering form as too burdensome and too idealistic.

### B. Guidance Application

Although response to the Guide was generally favorable, considerable difficulty was encountered in convincing the local civil defense personnel to use personal contact in selection and recruitment. This was attributed to (1) the apparent time and effort involved, (2) general pessimism about the success of any methods, and (3) apprehension of face-to-face contact with executive personnel. In those communities where the guidance was applied, the results indicated that the methods recommended in the Guide are superior to the more traditional method of general requests for volunteers.

Further verification of several of the principles in the guidance was gained from observing a pilot selection and recruitment program conducted by region, state, and local civil defense workers in a Western city. This pilot program clearly demonstrated the effectiveness of personal contact as a recruitment technique and highlighted the potential role of the manager or owner of the building containing the shelter facility in procuring shelter managers.

### GUIDANCE REVISION

The findings in this study were reflected in a major revision of the Guide, now entitled, The Selection and Recruitment of Shelter Managers, (Smith & Jeffreys, 1965). The scope of the guidance was reduced by separating the guidance for selection and recruitment from training and eliminating the discussion of the supporting research methodology. The Guide provides more detailed recommendations in a simple, "how-to" format. Specific procedures, rather than general principles, are given for both selection and recruitment, providing comprehensive guidance applicable to the entire range of shelter situations.

The first few pages of the Guide present some general information about the shelter managers job. It is assumed, however, that the user of the Guide will have personally received shelter management training and will be familiar with both the need for and nature of shelter management.

The primary selection criterion discussed in the Guide is peacetime management experience. It is recommended that this management experience be evaluated in terms of: (1) the person's management level, (2) the number of people that the person supervises, (3) the nature of the management job, and (4) the length of the individual's job experience. Other factors which are recommended for consideration in selecting a shelter manager are: (1) intelligence and personality, (2) education, (3) age, (4) health, (5) attitude, and (6) military experience.

Major emphasis has been placed upon selecting and recruiting through either personal acquaintance or "corporate" acquaintance. The latter refers to the role which an owner or manager may play in obtaining shelter managers to serve in the building for which he has signed a shelter license. The Guide strongly recommends personal, face-to-face contact with the shelter management candidates and/or the building owners or managers. Suggestions are provided for the way in which these meetings should be conducted, with emphasis upon maintenance of a positive attitude on the part of the recruiter. In addition to the Guide, a brochure was developed for use by local civil defense personnel as a supplement to personal contact.

#### RECOMMENDATIONS FOR GUIDANCE APPLICATION

A set of recommendations about the way in which the guidance should be applied also were developed and presented in a technical report. One of these recommendations was that the responsibilities of selection and recruitment, or at least that of shelter coordinator, be designated as a separate job within the local civil defense organization. Suggested sources of people to fill this capacity were mentioned. The possible use of Federal teams for personal contact with building owners or managers also was discussed.

## REFERENCES

- Eninger, M. U. and Fetter, J. R. The Recruitment, Selection, and Training of Shelter Managers and Core Staffs. Pittsburgh: American Institutes for Research, 1963.
- Smith, R. W. and Jeffreys, F. B. The Selection and Recruitment of Shelter Managers. Pittsburgh: American Institutes for Research, 1965.